Human Capital Annex
to the
USAF Strategic Master Plan
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INTRODUCTION

Purpose of the Human Capital Annex (HCA)

The Human Capital Annex is one of four annexes to the Strategic Master Plan (SMP) that translates comprehensive goals and objectives required to achieve the Air Force Strategy (entitled *A Call to the Future*) into tangible actions, initiatives, and priorities. In addressing human capital, *A Call to the Future* emphasizes how our Service will "pursue a strategically agile force to unlock the innovative potential resident within our Airmen." The HCA provides initial direction for the Air Force to develop and sustain Airmen to provide a force able to achieve that vision and higher level guidance. It also sets the foundation for more-detailed functional and MAJCOM Flight Plans or Core Function Support Plans (CFSP) as described in the SMP. As with the other SMP Annexes, this document does not describe everything about our future Air Force, nor does it imply that similar efforts are not already taking place.

Intended Audience

This document is intended for action by Headquarters Air Force (HAF), Major Commands (MAJCOMs), Core Function Leads, and Total Force Component leadership to provide direction in developing policies, procedures, and program choices. The HCA, together with the SMP and the other annexes, provides direction to staffs preparing the Strategic Planning Guidance and the Core Function Support Plans. This annex will be reviewed annually and will measure progress against the objectives described in the SMP and within this document.

Definitions and Scope

Human capital, as defined by OSD, is "…an inventory of skills, experience, knowledge and capabilities that drives productive labor within an organization's workforce." In larger terms, human capital essentially concerns people and the organization. This document focuses on both:

- People – The Airmen. This includes uniformed and civilian Airmen from the Regular Air Force, Air Force Reserve, Air National Guard, and contractor/contracted workforce.

- Organization – The Air Force. This includes all of our organizations: staffs, centers, Direct Reporting Units (DRUs), MAJCOMs, etc., and units subordinate to these, as well as the components of the Total Force (Regular, Reserve, and Guard)

Strategic Context

As described in *A Call to the Future,* several overarching trends shape our strategic environment and consequently the management and development of Airmen. New educational methods and delivery platforms are improving education and training, and they will require organizational and monetary investment. Emerging organizational design and leadership theories are combining with advances in communications technologies to create opportunities for new organizational structures and processes that deliberately cultivate innovation and agility. Where the all-volunteer force provides us with the opportunity to recruit quality volunteers, we must take care to meet the challenges of competition and fiscal realities if we are to retain families and maintain our all-volunteer force.

A Call to the Future demands a diverse, agile, and inclusive force so that our Air Force always stands ready to provide responsive and effective Global Vigilance–Global Reach–Global Power. This HCA

provides a methodical path toward agility and inclusiveness. It is neither an indictment of today's policies, nor a solution to all of today's challenges. We undertake this transformation because the changing environment requires it, and our country demands it. We must deliberately plan for and invest in our Airmen because they are essential to all Air Force capabilities. The technical nature of our Air Force requires specific, dedicated investment in our people whose training, expertise, and career-long experiences are paramount to mission success.

Structure of the HCA

The HCA is organized around two major themes:

- **The Airmen.** This section focuses on the "people" component of human capital covering recruiting, development through education and training, career and talent management, and retention.

- **The Organization.** This section focuses on the "organization" component of human capital in terms of structural elements of the Air Force, organizational processes, organizational culture, and component integration.

Each section includes applicable definitions, strategic direction, goals, and objectives. For the purposes of this document, the definitions from the SMP apply:

- **Objective Naming Convention.** Within the HCA, each objective holds two identifiers. The first identifier consists of a 3-digit code that signifies the HCA section where it is discussed, followed by a number that identifies which objective it is within that section. The second identifier, set in parenthesis, is the objective's SMP designation. Objectives are defined by the 3-digit code for the SMP goal to which they primarily contribute, then numbered as an SMP objective under that goal and then by annex. HCA objectives bear the H identifier in the third position. See Figure 1 below:

Figure 1. Objective Naming Convention

SMP Goal Designations:
AG#	=	Agility
IN#	=	Inclusiveness
DTR	=	Deterrence
ISR	=	Intelligence, Surveillance, Reconnaissance

FH# =   Full-Spectrum, High-End Focused Force
MDA=   Multi-Domain Approach
GCT =   Game-Changing Technologies

- **Time Factors.** Each of the objectives in the HCA are expressed with a specific suspense, determined based on the SMP's designation of a near-, mid- or far-term objective (defined below). They define the methical phasing of sub-objectives and supporting objectives within the HCA to form a coherent whole.
  - **Near:** 0-5 years, or within the current Future Years Defense Program (FYDP).
  - **Mid:** 6-10 years.
  - **Far:** beyond 10 years.

AGILE AIRMEN AND ORGANIZATIONS

A Call to the Future drives and defines the emerging necessity for our Air Force to become a more agile, diverse, inclusive, and capable force in a rapidly changing environment. Success in that endeavor rests squarely upon providing the right Airmen, sufficiently developed, equipped, and organized, to defend national interests through airpower. World class application of airpower requires a highly specialized and competent workforce developed through deliberate training, education, and leadership experiences. The development of a technically competent Airman can take years and, as such, the Air Force must take steps to leverage and retain that investment. It is imperative that we develop a holistic strategy for attracting, recruiting, developing, and retaining the right Total Force Airmen that meet the needs of the Air Force in a cost effective way.

The Airmen that fuel such a force will need to be adaptable, resilient, innovative, and diverse. In addition to these general qualities we need in all Airmen, there are specific skills and competencies we need as a military force. Thus, we seek a balance of deep expertise and diverse backgrounds and experience supported by a greater and purposeful differentiation of selection, development, and placement.

Developing the right Airmen starts with attracting and recruiting the best of those eligible to serve. Attracting the best of America's talent requires continued engagement with the American public to ensure an enduring propensity to serve. Attracting, recruiting, developing and retaining top talent will require an agile talent management system that places the highest value on and rewards duty performance, including demonstrated application of leadership competencies and core values. Our force must effectively represent and lead the diverse talent of our Nation as it serves the national interest.

The need for Airmen who possess the right occupational skills and institutional competencies forms the core requirement of force development. Where occupational competencies are required to build technical depth, the Air Force's institutional competencies are key to ensuring the ability of Airmen to operate successfully in a constantly changing environment at the tactical, operational, and strategic levels. Institutional competencies identify the building blocks for agility—forming cohesive units, empowering subordinates, developing interpersonal relationships, allocating and advocating for resources, managing complex systems, and employing organizational competencies with respect to joint, multi-national, and interagency operations. The demands of service require Airmen to be motivated, resilient, adaptable, and capable of meeting the unique challenges inherent in the profession of arms.

Service as an Airman is both an honor and a privilege. It often requires significant sacrifice which is rewarded by the trust which the American public affords our Service. Airmen are unique as experts in the design, generation, support, and application of Global Vigilance–Global Reach–Global Power. As such, they are entrusted to defend the Constitution, and are accountable to the American people. Therefore, we are obligated to deliberately develop Airmen to serve in the profession of arms. Our professionalism is centered on adherence to standards, ethical decision making, empathy and healthy relationships, with emphasis that the Air Force core values should anchor all of our actions. Only through deliberate development of professional Airman can we establish a culture of trust, commitment, and respect worthy of our Service, and necessary to foster the agility we seek.

Developing an agile, diverse, and inclusive workforce of Airmen in an uncertain future is not easy. Fiscal pressures, shifting national demographics, technological progress, global politics, and the health of the U.S. economy pose strategic challenges. If we are to realize our full capability, we need to better leverage the Total Force to eliminate unnecessary redundancies and increase appropriate retention of our human

capital investment. This will require new organizational and leadership approaches. The following sections address how we will develop and enable our most critical asset – Airmen.

Attracting and Recruiting

To meet the global challenges of the 21st century, the Air Force looks to position itself as a "profession of choice" in the competition for top talent from all constituent and emerging markets. Building the cadre of successful Airmen requires a coherent approach of service, opportunity, engagement, and understanding. A key aspect in finding the best people to become Airmen is expanding outreach to a more diverse pool of candidates. Our purpose must resonate with and attract a diverse pool of candidates with unique and valued backgrounds and perspectives. With declining personnel strength and constrained annual budgets, recruiting efforts are increasingly more critical and require more precision to access the individuals we need. Operational imperatives require us to leverage diversity and inclusiveness across the force and develop Airmen with unique skills to match evolving needs and address emerging challenges.

We must understand the true motivations and decision points of our shifting pool of desired recruits, especially those who have not considered an Air Force career. Experience tells us that people serve for different reasons and are motivated at different ages – some as young children, others just days before deciding. We also know that many serve because they are inspired to do something important. Others serve because of the unique opportunities the Air Force provides them. Just as the changing context is shifting our requirements, it is changing the pool of potential Airmen, as well. Generational change in the American population, to include societal and cultural shifts, and the closer integration of technology with daily life, means future Airmen have unique skills, desires, aspirations, and needs that must inform and shape our recruiting efforts.

We must take a hard look at ourselves, our organization, and our culture to determine the changes we must make in order to meet the changing demands of the talent pools. We must explore the desires and opportunities that appeal to our desired talent pool to ensure we have a holistic and comprehensive system of service, inclusive culture, opportunity, and incentives. We must explore whether certain cultural and procedural anachronisms fail to inspire some of our desired Airmen. Although it is unlikely we can compete directly with the corporate marketplace in pay, we can leverage the Air Force's unique and exciting benefits – particularly the calling to serve the Nation. We must also explore ways to expand our talent pools through creative, but currently restricted, methods such as lateral entry into military service.

We must reach out to familiarize potential talent pools with the Air Force, including the inspiring opportunities and culture of *Airmindedness* that make us unique from our sister Services. These recruiting outreach efforts must evolve to reach future generations that connect differently than current Airmen. Technological trends should inform our efforts – the rise of social media, shifting entertainment delivery methods, online services, and games. Societal trends should also shape our efforts. The diversity of America brings a unique opportunity for the Air Force to draw from a wide talent pool so our recruiting and accessions programs must also be appropriately diverse. We must deliberately expand our search pattern beyond traditional recruiting pools to ensure we have the capable, inclusive force the future strategic environment requires. To truly capture the best talent America has to offer, we must identify and recruit to incorporate diverse background, experiences, and perspectives.

To support these activities, we must ensure that our human capital management programs are focused and integrated to resolve strategic human capital gaps related to emerging missions based on the changing characteristics of future warfare, and our effort to transition to a more agile Air Force. We will begin by

conducting rigorous analysis to identify and understand the human capital gaps between our current state and our desired capability. Based on our findings, we will develop and use a coherent approach to attract and recruit the right talent to close those gaps. We will also use this analysis to inform efforts to propagate solutions throughout the rest of the human capital lifecycle. To remain agile, we must regularly revisit this process to identify and solve new and emerging gaps based on the changing dynamics of the future.

Table 1: HCA Objectives and Tasks Supporting Attracting and Recruiting (AR)	**Time Frame:**	**Also Supports:**	**OPR:**
AR1 (AG1.1.H1) Ensure the Air Force's human capital management programs are based on and integrated to address strategic capability gaps in two primary areas: emerging missions and transitioning to a more agile workforce.	Mid	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	OPR: TF A1 OCRs: SAF/MR, AFPC, A5/8, A9, AETC, USAFA/RR, MAJCOMs
AR1.1 (AG1.1.H1.1). By FY16, conduct analyses to examine emerging and critical mission area human resource capabilities gaps. Take actions to close those gaps and attract and recruit diverse talent by FY20.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	
AR1.2 (AG1.1.H1.2) Research, develop, and execute implementation plans that pull solutions to address strategic human resource gaps throughout the human capital lifecycle. By FY18, develop plans for recruitment, selection, education and training, career management, and retention of a new technological workforce. By FY19, ensure funding resources are available in programming.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	
AR1.3 (AG1.1.H1.3) Evaluate new markets for talent and feasibility. By FY17, develop and execute a plan for the Air Force to compete in these markets.	Near	AG2.2, DTR.2, FH1.3, GCT.1	
AR1.4 (AG1.1H1.4) By FY18, ensure an appropriately balanced and independent cohort of officer accession programs.	Near	IN2.3	
AR1.5 (AG1.1.H1.5) Annually review S&T initiatives and capability development to assess future trends in human capability demands, determine human resource capability deficits arising from emerging missions, and make plans to address both throughout the human capital lifecycle.	Near	AG1.5, AG2.2, DTR.1, DTR.2, FH1.1, FH1.2, FH1.3, GCT.1	

Developing the Force

Lifelong education and training are equally critical in preparing Airmen to meet emerging challenges. Continued education improves critical thinking, enhances cultural competence and overall cognitive abilities, increases resilience, and strengthens emotional wellness. Where education broadens perspective and enables creativity and innovation, education can also inspire, stimulate, and motivate. Foundational to every Air Force capability, education and training are the cornerstones of Airman development.

We are compelled to modernize both our education and training processes and content to ensure we provide lifelong education that is individually tailored and appropriately delivered. This requires a system that differentiates and adjusts content delivery methods, quantity, and frequency to optimize our Airmen's learning opportunities. This should include consistently modernizing delivery systems and employing experts to ensure our systems are individually focused, generationally appropriate, and tailored to one's age and experience levels. For example, the optimal content and delivery methods for a 20-year-old Airman for a given subject are likely different compared to those for a 50-year-old Airman. We must also reduce redundant and cost-ineffective educational overhead as we modernize our systems. To support this, we must increase the presence and connectivity within and in support of our educational methods and ensure all Airmen have continuous quality access to connectivity for their devices.

We need to educate Airmen on the processes of innovation, collaboration, and organizational design and behavior. Our Airmen and leaders must understand the tools and importance of innovative leadership, as our education builds the foundation for training and developing transformational leaders at all levels. In addition, we need to ensure our leaders understand *how* to foster empowerment in order to maximize their effectiveness as leaders. They must also understand generational, cultural, and demographic differences and foster appropriate work/life/family balance. We need to include the diverse perspectives needed to support cross-domain approaches and Total Force expertise in our educational approach.

Maximizing our training investment and operational effectiveness requires us to tailor training methods to account for significant generational and technological change. Emerging approaches (like using game-like elements in non-game contexts to appeal to people's natural desires for learning, mastery, competition, socializing, and rewards) can improve training by increasing knowledge transfer, reinforcement, and ultimately reduce time to competency. These approaches also provide opportunities to accurately measure comprehension and enhance achievement across the organization. Increased participation on project teams and short-term details are additional approaches to provide meaningful training opportunities. Personal interaction with instructors, classroom, and hands-on training experiences remain important, but we will investigate how to adapt and augment conventional approaches to training to gain an advantage.

Live-Virtual-Constructive (LVC) technology can enable us to conserve resources, improve the realism of training for combat and multi-domain challenges while helping us find innovative and collaborative solutions. Because of the cost of such simulations, we are developing standards, designation of common architectures, expanding the use of distributed training capabilities and exploring the potential use of common, universal constructive models. This can allow us to leverage expensive training aids and simulations, while affording us the opportunity to "train like we fight" with cross-component collaboration and participation, to include Air Force components, civilian agencies, non-governmental organizations, and even international partners as applicable. In addition to updating delivery methods and approaches, we must also consistently improve and modernize the content of our curricula. When technology and cyber threats are changing at a geometric rate, we cannot wait 18-24 months to update curriculum. Iterative curriculum updates and incorporation of a feedback loop from the field (supervisors, commanders and MAJCOM Functional Managers) will enable us to reduce the gap between current-day

training content and the skills needed in the field. Along with improvements in training delivery, we will also seek to eliminate ineffective or superfluous training.

Table 2: HCA Objectives and Tasks Supporting Developing the Force (DF)	Time Frame:	Also Supports:	OPR:
DF1 (AG1.2.H1) Leverage leading-edge education and training practices to ensure education and training programs support emerging mission requirements and efforts to develop innovation, collaboration, and agility in addition to institutionalizing Air Force Core Values.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	OPR: AETC OCR: All HAF 2-Ltrs, SAF/MR, SAF/CIO, MAJCOMs, AF Career Field Mangers
DF1.1 (AG1.4.H1) By FY18, in concert with the Capabilities Annex, provide human factors engineering and training effectiveness inputs to LVC research of alternatives, acquisitions, and implementation.	Near	AG1.2, AG1.5, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	
DF1.2 (AG1.2.H1.1) Conduct a study of alternatives for technology in education and training and implement an actionable and affordable option by FY20.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	
DF1.3 (AG1.2.H1.2) By FY21, update the Air Force education system based upon analysis of methods, content, and frequency to achieve optimal education and training for mission accomplishment. Ensure efforts focus on specific skills and general qualities described in the SMP.	Near	AG1.4, AG1.5, AG2.2, IN1.1, IN2.1, ISR.6, FH1.1, FH1.2, FH1.3, MDA.1, GCT.1	

Talent Management

The highly agile, networked, diverse and inclusive Air Force of the future will demand a flexible system that can better leverage the variety of experiences, special skills, and exceptional potential of our Airmen. In addition to tracking these factors, we will assess ways to provide increased and regular opportunities for various developmental experiences that include cross-component assignments, international exchanges, opportunities to serve with industry, and even cross-functional opportunities within the Air Force. Additionally, our compensation and engagement models for military and civilian members must promote and reward Airmen who gain these experiences and perform well. In order to succeed, we must accurately and consistently value the broad range of options we create for our Airmen.

One of our strategic advantages lies within the margins of our talent and the degree to which we leverage that talent. As a result, we must provide tailored, flexible, and unique talent management capabilities that can operate in those "margins" at a pace equal to or faster than the rate of environmental change – speeding up our observe, orient, decide, and act (OODA) loop. The detailed, personal management of the small subset of Airmen who possess those ever-shifting skills, special experiences, and high potential will enable the strategic agility the Air Force of the future demands:

The career planning and talent management we need in the future will require policy and legislative change. Working in conjunction with think tanks, academia, industry, international partners, and our sister Services, we will partner with Congress and OSD to modernize legislation and policies where required. We must also research and consider initiatives which will not require major legislative change. To enable these solutions, we must effectively resource our personnel system to leverage emerging data technologies and software platforms in order to provide commanders decision-support information regarding selection and placement of their Airmen.

As we work to adapt our human resource system to the changing environment and develop a modernized human capital management architecture, we must first examine and explore our options based upon creative thinking and rigorous research and analysis. We may leverage and incorporate best practices from industry while we acknowledge our unique military dynamic. As we develop and investigate future talent management systems and practices, we must put these creative ideas in the context of the specific stresses, sacrifices, and demands that come with the profession of arms, and develop a responsible plan to facilitate their implementation.

Table 3: HCA Objectives and Tasks Supporting Talent Management (TM)	**Time Frame:**	**Also Supports:**	**OPR:**
TM1 (AG1.6.H1) Adapt human capital management and talent management practices within the Air Force to ensure an institutional HR system capable of rapidly recognizing and adapting to the changing environment. This effort will leverage progressive Human Resource Management (HRM) and Human Resource Development (HRD) practices based on relevant standards found in other large, complex, diverse, and successful organizations that will result in a workforce with the required qualities, knowledge and skills.	Mid	AG1.3, AG1.5, IN1.1, IN2.1	OPR: TF A1 OCR: SAF/MR, AU, A9, A5/8, TF-C A8X, MAJCOM, SAF/LL, SAF/PAY, AFPC
TM1.1 (AG1.6.H1.1) Develop a modernized architecture for human capital management within the Air Force that will enable talent management of an agile workforce. By FY19, employ a multi-functional research group to develop alternatives to current practices that include updated career progression models, updated career lengths, assignment processes, lateral entry, time in grade, and promotion processes in order to provide a greater variety of career paths, and more individual control over career trajectories and promotion systems to meet mission requirements. By FY20, expand partnership with the Office of Personnel Management (OPM), Congress, and the other Services to modernize personnel management legislation.	Near	AG1.1, AG1.3, AG1.5, IN1.1, IN2.1	
TM1.2 (IN2.1.H1) Incorporate progressive feedback mechanisms into development and assessment processes. By FY17, study best-practice instrumentation, rollout, and follow-up processes in large, complex, diverse and successful organizations and ensure funding resources are available in	Near	AG1.3, IN2.3	

programming. Present actionable recommendations by FY18.			
TM1.3 (IN2.1.H2) Incorporate updated human resource management practices to increase accountability in areas of diversity and inclusion for senior leaders and other leaders occupying critical roles. Study best practices in accountability for diversity and inclusion by FY17. Present actionable recommendations by FY18.	Near	AG1.3, IN2.3	
TM1.4 (AG1.3.H1) Partner with leading assessment experts to develop and implement in-depth assessment processes for command and other critical leadership roles. Partner with leading experts in executive assessment to develop and present recommendations by FY18. Implement an actionable and affordable option by FY20.	Near	IN2.1, IN2.3	

Retaining Ready, Resilient Airmen and Families

To have a ready corps of Airmen, we must retain the right Airmen. Airmen retention rests on our efforts to maintain comprehensive wellness and resilience of our Airmen and families. Because the Air Force invests heavily in its Airmen throughout their career, we must rely on long-term retention of those capabilities. An Airman's retention choices are informed by the sum of his or her Air Force experiences starting on or before day one of his or her service and are continually informed by every assignment, commander, peer, deployment, paycheck, family program, and interaction. Readiness and retention efforts must look beyond reactive financial incentives to emphasize total Airman and family wellness and must do so in an informed, proactive, and individualized manner. This includes, but is not limited to, having a culturally competent whole-person and whole-family concept of wellness, targeted recognition opportunities, and caring for our wounded, ill, and injured Airmen. We must also leverage emerging and established methods of instilling resilience in our Airmen and families, to include community-based resources, accessible child-care, and the promise of transition assistance program, all of which need adequate fiscal prioritization. In addition to these focused programs, we must consider greater systemic interactions between our Airmen, families, and the American population of which we are a part.

Societal trends in the American workforce are reflected in our Airmen and their families. There is an increasing percentage of families in which both parents seek a career for financial reasons or personal fulfillment, an upward trend in marriage and child-rearing age, and shifting expectations regarding gender roles in the family and workplace. These changes affect our Airmen and families in many ways and increasingly inform their decisions about how long to stay in the Service. Thus, we must constantly assess and address our Airmen's motivations for continued service. Future efforts should explore the retention effects of force-wide concepts such as quality of leadership, promotion policies, access to family medical care, services, as well as individually-targeted measures such as assignment or job preference, financial incentives, and educational opportunities among others.

In addition to financial compensation and opportunities for our Airmen, we also take seriously the requirement to offset some of the challenges of military family life. The Air Force must provide value-added and affordable programs worldwide that support the force structure, sustainment, morale, welfare, and recreation of Airmen from every component and status. We must perpetually tailor resources,

programs, and resource execution to those activities and programs that adequately and accurately address shifting societal needs and support both Airman and family resiliency to enhance Air Force mission accomplishment. We must right-size Airman and Family Readiness programs that deliver community-based resources for Airmen and their families; provide core resilience education, training, resources, and support; and provide for safe, secure, adequate, accessible, and accredited traditional and non-traditional childcare capabilities. As our support requirements evolve to meet the needs of future Airmen and families, we must seek and leverage innovative options to provide high-quality services in a fiscally responsible manner. If this challenge requires us to, we will honestly and faithfully reevaluate long-standing business models.

Table 4: HCA Objectives and Tasks Supporting Retaining Ready, Resilient Airmen and Families (RR)	Time Frame:	Also Supports:	OPR:
RR1. (AG1.6.H2) Implement a proactive, career-long retention approach that provides a variety of financial and non-financial retention measures to commanders and Airmen. Assess Airmen Sustainment Service while maintaining approved Air Force standard levels of resiliency, readiness, retention, and morale through integrated resources and local community capabilities.	Near	AG1.5, IN1.2, IN2.3	OPR: TF A1 OCR: AFIMSC
RR1.1 (AG1.6.H2.1) Based upon the assessed impact of each program on talent retention, adjust business models and/or rebalance the prioritization of Airmen and family programs (or, Services total programs) by FY17.	Near	AG1.5, IN1.2, IN2.3	

Agile, Inclusive, and Innovative Institutions

Collaboration – one tangible process of agility and inclusiveness – is essential to our future Air Force. Similarly, the ability of our organization to observe, orient, decide, and act more effectively and quickly than our opponents is foundational to evolving our Air Force. Both our organizations and our Airmen must understand and deliberately deploy modern methods of collaboration. Collaboration is more than just "copy-editing someone's document"; whether in-person or via technology or with large or small teams for decision making, information processing, idea-generation, or policy development. From informal networking and cooperative activities to fully integrating the efforts of separate organizations, collaboration is a spectrum that spans multiple domains and has many methods. Collaboration is not simply putting people in a room together or joining the same online group. It is a deliberately designed architecture of specific methods and people – how to obtain the wisdom of the group to inform decisions, how to build a policy, how to run virtual and in-person meetings, or how to effectively use electronic communications platforms such as e-mail. Modern organizational science and collaboration methods are constantly evolving with technology. Our Air Force and Airmen must remain current and even lead in these practices.

We must consider collaborative methods, processes, and platforms in the same way we consider our aircraft and space systems, to include making intelligent resource decisions affecting purchases, maintenance, and training. We take great care to train our aircrews how to fly aircraft. Similarly, we should also take great care to train and equip our Airmen for collaboration. Our collaboration technologies must be fast, intuitive, and accessible through modern devices, and possess open architecture to the maximum extent possible. These imperatives are more than just "nice-to-haves" as they improve

collaboration and reduce administrative overhead. We must invest in and consider ease of use and speed as force multipliers.

In addition to improving our collaboration processes and technologies, we must also identify and minimize procedural and cultural barriers to collaboration. Some of these are formal barriers such as compartmentalized security clearances. Other barriers are more nuanced *de facto* vertical barriers that add excessive levels of hierarchy and bureaucratic filtering. To speed our feedback loop, we must identify and minimize these barriers through policy and culture changes as well as modern collaboration methods and technologies. We must learn from and leverage experts in the art and science of collaboration.

Organizational culture and structure has a direct effect on collaboration. This annex addresses the elements of culture relating to agility and inclusiveness. One foundation of agility is the ability to cultivate as many options as possible. The variety of options is a direct product of diversity in background, perspective, experiences, and thought. Diversity, in general, is a collective mixture of differences as applied to mission accomplishment and is a strategic necessity. Air Force decision making and operational capabilities are enhanced by diversity among its Airmen, uniformed and civilian, helping make the Air Force more agile, innovative and effective. It opens the door to creative solutions to complex problems in a more globalized world and provides our Air Force a competitive edge in air, space, and cyberspace. However, to harness the power of diversity, it is necessary to proactively create a culture of inclusiveness that values these differences in opinions, perspectives, and ideas.

A culture of inclusiveness allows everyone to contribute to their full capacity and not be limited by artificial barriers. Leaders who create inclusive cultures within their units enhance their mission accomplishment by fostering an environment that values the diverse talents of their Airmen. In addition to individual applications, inclusiveness is critical to organizational success. Mission accomplishment rests upon an organization's ability to gather and process critical information from many different sources, quickly make the best, most informed decisions in planning, and then execute through unity of action.

The ripple effects of culture and the degree of permeation within the organization make it difficult to foster change with precision. However, the Air Force can inspire cultural change by demonstrating the connection between culture and mission accomplishment, as well as tying desired behaviors to promotion and assignment systems. The Airmen who successfully progress through the system demonstrate the desired behaviors. Over the course of a generation, such behavior becomes internalized within the leadership, and ultimately, the organization. Along these lines, we will further embed the importance of diversity of background, experiences and perspectives as well as inclusiveness in our organizational culture.

An agile organization requires more than just adaptable, innovative people; it requires an environment – an organization – in which agility is a constant. Organizational structures define the operational relationships between Airmen that produce organizational behaviors and outcomes; some useful, some not. We must leverage advances in communications technology, modern organizational science, and contemporary organizational practices to enhance agility and innovation. We must also adjust organizational structure to further strategic objectives and enhance interoperability between our Total Force components.

To enhance Air Force agility, we must purposefully organize to reflect and leverage the increasingly connected and highly networked environment, connecting decision makers at all levels with quality information at the right time. We must design flatter, dynamic, diverse and networked organizations that maximize flexibility and agility while reducing hierarchy and stove piping. Much of our hierarchy is

legacy, based on organizational theory developed before the information revolution. Where modern organizational designs take advantage of technological evolution, we must survey contemporary organizational structures, organizational research, and their technological backbones for inclusion in our own structure while simultaneously maintaining the ability to connect smoothly with our partners toward mission success.

We must intentionally instill agility and innovation through collaboration in our Airmen and organizations to ensure our Air Force is capable of rapidly recognizing and adapting to the changing environment. The major lines of effort we must rigorously explore and address are the processes and behaviors, the people, and providing the enabling technology. In terms of our people, we must consider both how to develop and sustain agile and innovative thinking, as well as professionalism. Professionalism is essential as it tempers agile, innovative, and collaborative behaviors for effective use in a military environment. It serves as a vital enabler in our pursuit of institutional agility.

Table 5: HCA Objectives and Tasks Supporting Agile, Inclusive, and Innovative Institutions (AI)	**Time Frame:**	**Also Supports:**	**OPR:**
AI1 (AG3.3.H1) Instill innovation and agility in our Airmen and organizations in order to ensure an institutional system capable of rapidly recognizing and adapting to the changing environment.	Mid	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.1, GCT.2	OPR: SAF/MR OCR: AF/CVA, All HAF 2-Ltrs, AU, SAF/CIO, AF/RE, NGB, AETC, USAFA
AI1.1 (AG3.3.H1.1). Implement changes to existing Air Force doctrine, organization, training, materiel, leadership, personnel, and facilities to improve innovation, agility, and collaboration based upon a study of large, complex, and diverse organizations that successfully employ these traits. By FY19, employ a multi-functional research group to develop and present alternatives to organizational structures and behaviors, team composition and processes, and organizational design as a competency as well as targeting institutional, physical, and information security barriers that inhibit agile organizations. Develop Airmen to capitalize on these advances.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.1, GCT.2	OPR: SAF/MR
AI1.2 (AG3.3.H1.2) Research, develop, and execute implementation plans that pull solutions for developing greater innovation, collaboration, and agile capabilities through applicable portions of the human capital lifecycle to include not only force development, but also career management and retention of a more agile and diverse workforce. By	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1,	OPR: TF A1

FY20, ensure resources are available to execute selected plans.		FH1.2, FH1.3, FH2.4, MDA.1, MDA.2, GCT.1, GCT.2	
AI1.3 (AG3.3.H1.3) Revitalize professionalism to ensure members have the resources to adhere to the highest ethical/performance standards and are good stewards of today and tomorrow's Air Force. By FY17, research, analyze, and develop improved approaches to increase Airmen's internalization of professionalism through linkage to AF core values.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.1, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, MDA.1, MDA.2, GCT.1, GCT.2	OPR: AU
AI1.4 (AG3.3.H1.4) By FY20, implement an affordable option to equip Airmen with collaborative tools based on rigorous study of alternatives in information technology, physical infrastructure, and information services. Ensure research corroborates linkages to desired outcomes.	Near	AG1.3, AG1.4, AG2.3, AG3.1, AG3.2, IN1.1, IN1.2, IN2.3, DTR.2, ISR.3, ISR.4, ISR.5, ISR.6, FH1.1, FH1.2, FH1.3, FH2.4, FH2.6, MDA.1, MDA.2, GCT.2	OPR: A6/CIO

One Air Force

We must enable our force structure to adapt to modern strategic requirements and improve the interoperability between our Total Force components. As described in the Air Force Strategy, functioning as one Air Force with optimal force structure choices between components provides increased agility. Recent analysis revealed there is room for greater efficiencies while adhering to existing law. In the near term, we must increase opportunities for component integration through enhanced cooperation in planning and programming, greater Total Force presence on staffs, and organizationally interchangeable positions within Air Force units to be filled by military airmen of any component so that units can leverage an Airman's individual strengths.

We will also refine our organizational constructs to produce potential force mix options that offer greater flexibility and efficiency. This should not diminish the legacy of any component, but must reflect the need to make the force stronger in the face of a common adversary. Tomorrow's Air Force will seek to streamline organizations through co-location and functional integration to improve Total Force awareness and reduce overhead. Currently, the Air Force is taking action to develop initial pilot programs to explore multiple integrated organizational constructs and determine which ones gain the greatest efficiencies and maintain mission effectiveness while adhering to existing law and maintaining the ability to effectively organize, train and equip Air Reserve Component forces. Lessons learned from these pilot programs will inform a wide range of policies and procedures. As a result of rigorous analysis and testing, future units

may consist of a combination of Regular, Guard, Reserve and civilian Airmen where such collaboration and integration are appropriate. Collaboration and integration will not come overnight as we develop cross-component leadership and experience, develop trust among components, and learn how to best leverage full- and part-time Airmen.

We have opportunities to better leverage our investment in Airmen with service that can extend across more than one status: Regular, Civilian, Guard and Reserve. The common Air Force mission requires human resource management flexibilities that allow for effective employment of military and civilian skills across all components of the Total Force. Continuum of service is a concept that removes or mitigates some legal, procedural, and cultural barriers for personnel to more freely transition among different components over the course of a career. This concept seeks to maximize the Service's investment in that individual without undermining professional advancement. This continuum of service supports retaining our best talent and maintaining readiness. Where practicable, the Air Force will seek to identify and streamline arduous transition processes between Air Force components. Force generation, training timelines and responsiveness will need continuous adaption and evolution to support the paradigm of continuum of service. Laws and policies that govern personnel management may be synchronized to reduce barriers for effective transitioning between components. We will need the help of OSD and Congress to advocate for changing selected statutes to further Air Force goals. We will also study, identify, and eliminate structural and cultural barriers that inhibit effective transitions. Tomorrow's Air Force cannot be effective without understanding and leveraging the unique strengths of each component. In the complex, uncertain environment of the future, we must function seamlessly as one Air Force whose combined capability is greater than the sum of its individual components.

Table 6: HCA Objectives and Tasks Supporting One Air Force (OF)	Time Frame:	Also Supports:	OPR:
OF1 (IN1.2.H1) By FY21, increase opportunities for component integration, produce appropriate force mix options, and eliminate structural, legal, and cultural barriers wherever possible to increase the flexibility of our force structure, and optimize our operational response.	Mid		OPR: AF/A8XF (TF-C) OCR: SAF/MR, SAF/CIO, SAF/LL, TF A1, RE, NGB, A9
OF1.1 (IN1.2.H1.1) By FY16, establish and maintain appropriate and frequent communication between Active and Reserve Component strategic planners and Core Function Leads to coordinate implementation plans for programmatic actions resulting from Total Force Enterprise agreements, facilitate a more unified partnership, and strengthen institutional trust.	Near		OPR: AF/A8XF (TF-C) OCR: MAJCOMs
OF1.2 (IN1.2.H1.2) By FY19, provide additional Total Force presence through further integration of the Headquarters Air Force Directorates and Special Staffs based on completed analysis and coordinated planning.	Near		OPR: AF/CVA OCR: AF/A8XF (TF-C), SAF/MR

OF1.3 (IN1.2.H1.3) By FY20, evaluate and adjust manning requirements to enable positions within Air Force units to be filled by military Airmen of either component (Active or Reserve). Focus on making them more organizationally interchangeable so units can leverage an Airman's individual strengths.	Mid		OPR: TF A1 OCR: SAF/MR, AF/A8XF (TF-C)
OF1.4 (IN1.2.H1.4) By FY20, adopt Total Force constructs that provide increased efficiencies in terms of funding and manpower at each organizational level of the Air Force. Research, develop, and present implementation plans that identify structural, legal, and cultural barriers to such integration and the adjustments necessary for success by FY18. They must also identify and mitigate the long-term effects of force structure changes and increased operational use of the ARC. By FY19, employ pilot programs to test constructs in the field before implementation at an enterprise level. This will ensure the planned efficiencies are realized without compromising the Air Reserve Component's ability to organize, train and equip.	Mid		OPR: AF/A8XF (TF-C) OCR: SAF/CIO, SAF/MR TF A1, AF/A9, AF/RE, NGB
OF1.5 (IN1.2.H1.5) By FY17, unify personnel management for Regular Air Force, Guard, and Reserve into a single integrated function (A1). Implement integrated personnel management processes for such matters as recruiting, force development, force management, and compensation. Identify and implement key enablers for integration.	Near		OPR: TF A1 OCR: SAF/MR, AF/A8XF (TF-C), AF/RE, NGB
OF1.6 (IN1.2.H1.6) By FY22, minimize barriers to transition between Regular, Guard, Reserve, and civilian statuses. Link OF1 efforts with those described in objective TM1. Employ a multi-functional research group to identify and present solutions to structural, legal, and cultural barriers by FY18. By FY19, work with Congress and OSD to eliminate identified barriers and implement solutions that require legislation.	Mid		OPR: SAF/MR OCR: AF/A8XF (TF-C), SAF/CIO, SAF/LL, TF A1, AF/RE, NGB

CONCLUSION

Our purpose is to ensure the Air Force is always ready to provide responsive and effective Global Vigilance – Global Reach – Global Power. However, we cannot predict with certainty how future conflicts will materialize, nor the time, place, or character of the next engagement. We cannot accurately predict, with 100 percent certainty, the enemies we will face. We only know that our citizens depend upon us to defend our Nation and to answer our elected leaders' calls, wherever those calls take us. The breadth of possible challenges requires the Air Force to pursue strategic agility. We cannot prepare for every eventuality, so we need capabilities that can deliver success across a range of potential challenges.

Of the capabilities we need, none is more important than our Airmen. If we are to devise innovative solutions to new challenges, we are going to need Airmen that can leverage the knowledge of the past, ever-evolving technology, and the expansive information available now to plan and deliver force as needed to achieve national objectives. That requires intellectual agility – an agility that exceeds anything that we are asking of our weapon systems, intelligence systems, support systems or infrastructure. Our people are the key to our success.

Accordingly, it is imperative that we put our people first in our planning and decision making. This Human Capital Annex is intended to do just that: facilitate the attraction, recruitment, development, management, retention, and organization of our most critical contributors, our Airmen. It is also intended to ensure leadership is at the forefront of all of these vital stages of an Airman's career. Through leadership, we inspire and motivate our people to achieve successes far beyond what they believed possible. Through leadership, we will shape our Air Force culture as a diverse, inclusive, innovative and professional organization. Through leadership, we will unleash the fury of the warfighter's greatest weapon and our key advantage – the unshackled human mind.

As we move forward into the limitless possibilities of our bright future, we must be cognizant of where we have been and where we are headed. As an Air Force, we must embrace the goals outlined herein and see to their successful implementation. As individual Airmen, however, we are equally responsible for the HCA's success. We must see what we can do to bring these ideas to reality within our workplaces and organizations. We must commit also to the ideals of diversity and inclusiveness to create a better context for our future. We must seek to develop ourselves and those around us to peak performance, empowering our people to overcome the challenges they face. Most of all, we must lead.